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Community Plan
2011 Update | Strategic Issues

City of Hampton

January 27, 2012

Dear Hampton Citizens:

In October 2010, the City of Hampton, in cooperation with Hampton City Schools, initiated a five year review of our Hampton Community Plan which was originally adopted in 2006. The focus of this community review and dialogue was to update our community's vision, strategic issues, goals, and ways to measure progress. The key question was to ask ourselves, "What needs to be added, deleted, or modified to reflect changes that may have occurred since 2006?"

It is with great pleasure that we present to you the results of this extensive community discussion. Hundreds of people participated in the work represented in this document (which can also be accessed at www.hampton.gov/community-plan/). Citizens of our community and region populated ten focus groups and spent countless hours discussing and formulating ideas and recommendations that led to the final version of this important policy document. This effort is a continuing testament to our community's willingness to become involved in setting important policy direction for our local government, public schools, not for profit organizations, and our business community. Due in large part to the tremendous thought and effort of our citizens, this document was unanimously endorsed by the Hampton Planning Commission on October 6, 2011 and by Hampton City Council on November 9, 2011.

It is important to realize that it will take partnerships across all segments of our community and region to achieve the lofty goals set before us in this document. Local government and our school system cannot reach these goals alone. The vision and goals set out in this update to our Community Plan will continue to challenge us to find new and better ways to collaborate and solve the important issues facing our community. We hope each of you will embrace the aspirations for our community identified in this document and seek out the most appropriate way to contribute toward moving our community forward.

Sincerely,   Sincerely,   Sincerely,

Dr. Linda Shifflette   Mary Bunting   Carlton Campbell
Superintendent   City Manager   Chairman, Hampton
Hampton City Schools   Hampton, Virginia   Planning Commission

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"Oldest Continuous English-Speaking Settlement in America – 1610"

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Will J. Moffett
Joseph H. Spencer, II
Christopher G. Stuart
Donnie R. Tuck
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Molly Joseph Ward, Mayor

Planning Commission:
Carlton M. Campbell, Sr., Chairman
Gaynette LaRue
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James A. Young

City Manager:
Mary Bunting

Prepared by the Hampton Community Development Department with assistance from all City departments and public agencies.

Special thanks to the countless residents, businesses, and community/civic leaders, and all other staff of City departments and agencies who gave their time and energy to this effort.

Each community in Virginia must formulate and adopt a plan to serve as a general guide for its growth and development. Compared to most Virginia communities, Hampton has a long tradition of community planning dating back to the 1950's. Recent efforts have embraced the value of grassroots citizen participation in the formulation of these important policy documents. This value recognizes that local government alone cannot achieve the level of successes represented in Hampton's vision of making our community the ***"most livable community in Virginia."***

These plans give us an opportunity to engage in education, dialogue, and discussion to determine what our priorities should be going forward. Out of this discussion, a vision for our future is identified along with broad community goals as well as ways to measure our progress. Community members who participated in this work were asked to analyze, discuss, and address the following questions:

- What are our relative strengths, weaknesses, opportunities, and threats?
- What are the most strategic issues facing our community in the next five years and beyond?
- What should be the vision for success for each of these strategic issues?
- What broad community goals should we establish for each issue area?
- How do we measure success?
- How are these strategic issues related to each other?

PROCESS

Process

In February of 2006, the City of Hampton adopted a new comprehensive plan entitled the *Hampton Community Plan (2006, as amended)*. Approximately every five years, the adopted plan is reviewed to ensure that it remains relevant and current with respect to community aspirations and challenges. In September 2010, Hampton City Council authorized the City Manager to begin a process to review the *Hampton Community Plan (2006, as amended)*. As was the case in 2006, the City of Hampton has collaborated with Hampton City Schools and numerous community partners to review and update this important document that helps to shape our community's future. The *Hampton Community Plan (2006, as amended)* was the first merger of both the "strategic plan" and the "comprehensive plan" into one integrated document. We are continuing that approach with this update. As a result, the first step in the process is to review the vision, strategic issues, and broad community goals. This document represents the key results emanating from this community review and discussion that transpired from October 2010 through the summer of 2011.

On October 7, 2010 the City hosted a community kick-off meeting in which approximately 240 citizens attended. This meeting outlined the purpose and anticipated schedule for this effort. The bulk of the session allowed citizens to participate in one--or more--small group discussions aimed at identifying the most pressing issues and challenges facing our community.

As a result of the discussion held on October 7, 2010, ten (10) strategic topic areas were identified:

- Community Appearance, Pride & Image
- Community Health & Healthy Families

- Diverse Population, Youth, & Seniors
- Economic Base, Regionalism, Transportation, & Infrastructure
- Environment, Sustainability, & Quality of Life
- Good Government
- Housing & Neighborhoods
- Lifelong Learning & Education
- Public Safety
- Waterways (this strategic issue had been identified prior to 10/7/10)

These topics were endorsed by City Council as the starting point for the update process. As a result, community focus groups were formed for each of the ten strategic topic areas. Each focus group was comprised of between 10-20 community members (although some groups were larger) supported by a staff convener, a facilitation team, and technical experts from City staff and other organizations and entities. Most focus groups met approximately twice each month between January and April 2011 although a few focus groups began meeting earlier than January 2011.

On March 8, 2011 a "mid-point" community checkpoint meeting was held. Each focus group presented its work which included a draft vision and goals proposed for their specific strategic topic area. Citizens were then given the opportunity to discuss the draft work and offer comments and/or suggestions. On March 10, 2011, two representatives of each of the ten focus groups came together to process what they heard from the public two nights earlier and identified what "course corrections" they would suggest. These representatives generally felt that the ten (10) focus group topics were on target based upon public feedback. They also discussed common issues and themes shared by more than one focus group. Thirteen common issues or themes were identified as being worthy of note and further exploration. These common

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issues or themes were topics identified by two or more focus groups through the course of their respective work. The thirteen common issues or themes identified at the mid-point of the process were as follows:

- History/Historic
- Jobs/Business Attraction
- Education (broadly defined)
- Neighborhood Quality & Diversity
- Broader Community Involvement/ Bringing People Together
- Water Resources/Waterfront As An Asset
- Communication To All/Public Awareness
- Improved Access to Services
- Need for Partnerships/Shared Responsibility
- People as Resources
- More & Better Choices for Getting Around/Mobility for All
- More "Green" & Sustainable Policies, Practices, and Development
- Achieve Excellence in What We Do (Public & Private Sector)

Each focus group completed its initial work by April 15, 2011. Each focus group completed work that proposed a vision statement, a set of broad community goals to support the vision, and a set of proposed measurements which would allow us to chart our progress. Some focus groups also brainstormed possible strategies or action items, although this was not a required step. As such, the strategies listed have been captured as "possible ideas" but have not undergone the level of review and discussion of the other components of this document.

It is worth noting that there were parallel yet somewhat separate schedules and timelines for the Hampton Comprehensive Waterways

Management Plan Steering Committee (the "official" name of the Waterways Focus Group). In addition, the Hampton Comprehensive Waterways Management Plan Steering Committee was given a more expansive mission than the other focus groups. A summary of the Hampton Comprehensive Waterways Management Plan Steering Committee's vision, goals, and measurements is included in this document but it should be noted that a far more expansive report produced by this committee exists and goes into much greater detail than would be appropriate for this document.

Based upon the work of all ten focus groups, a draft document was compiled and distributed for review around the first of May 2011. A final community checkpoint meeting was held on May 24, 2011 in order to receive comments and feedback prior to making final changes that were then forwarded to the Planning Commission and City Council. Based upon the results from the community checkpoint meeting, no major course corrections were identified, although several suggestions for moving forward did surface. These important directions and observations were as follows:

- While all of these issues are important, our community should be careful not to dilute its efforts too much. Some discussion should take place to consider evaluation and identification of a very small number of key areas to first focus upon.
- Our community should place an emphasis on doing a better job of "implementing" and following through on the plans we develop.
- We should do a better job of monitoring and communicating progress and achievements in implementing the recommendations contained in such a plan. This should be an on-going effort that is communicated frequently

and effectively to the general public.

- There should be continuous monitoring and feedback of our progress by community members. Perhaps members from the various focus groups could make up a large component of this group given the in-depth education and knowledge they have received during this process.

- We need to continue to recognize and expand community partnerships and shared responsibility for achieving the goals set out in this document. No single entity can achieve the desired outcomes alone.

- As a community we need to strive for "excellence" and not settle for results that fall short of this standard. Many community members feel like we have good ideas but that we often come up short in our implementation in order to save resources in the short term.

On June 8, 2011, the Planning Commission and City Council received the proposed update to the Community Plan at a joint work session. Representatives from the various focus groups also attended to share their views and perspectives with the Planning Commission and City Council. This session was intended to introduce both bodies to the great work of the focus groups and to provide a very early opportunity to share thoughts between focus group members, City staff, and members of the Planning Commission and City Council. Overall, this dialogue was an excellent first conversation with both the Planning Commission and the City Council; both entities were most impressed with the passion and energy expressed by the focus group members in attendance. Technical review by "subject matter experts" to insure the work generated by focus groups was technically accurate, legal and consistent from focus group to focus group was completed between June and September 2011.

Updated Statistical Profile

As part of the Community Plan Update, it is prudent to take a comparative look at our community's statistical profile. While no set of data can fully describe our community, it is helpful to identify any trends that may warrant our continued attention or perhaps identify new community trends.
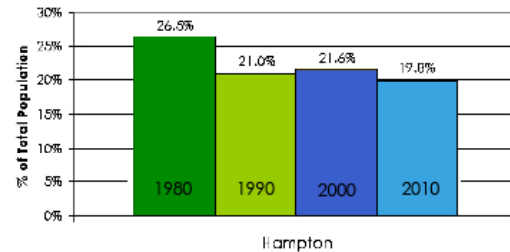
Population

Broad population trends in Hampton continue to mirror those identified in 2006 as well as tracking consistently with national trends. Since Hampton is a mature, fully developed community, our population has and will continue to remain fairly stable or perhaps decline somewhat as we begin the gradual redevelopment of certain parts of our community [Figure 1]. Clearly, Hampton is no longer a "high growth" community which is consistent with what most mature built-out community's experience.

In addition to reflecting a stable population, Hampton mirrors the national trend of having an aging population. One of the fastest growing segments of our population is the 65 and older age group. This is coupled with a decline in the number of citizens who are in the 5-19 age group [Figures 2 & 3].

These two trends remain consistent with the findings in the 2006 Hampton Community Plan and will continue to be important demographic and lifestyle implications as we move forward.
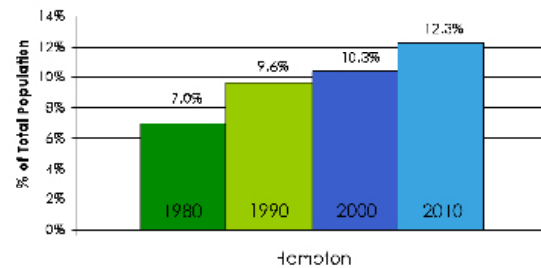
Figures 2 [top] & 3 [above]. The figures illustrate the gradual decline in the youth population [ages 5 - 19 years old] and the steadily increasing population of citizens 65 and over.

Figure 1. As a mature, fully developed community, Hampton's population has and will continue to remain fairly stable. There is also potential for a slight decline as gradual redevelopment occurs.

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Housing

During the environmental scan process leading up to the 2006 Hampton Community Plan, Hampton and the nation were in the midst of an unprecedented housing boom. Housing starts, housing values, and home ownership rates were experiencing positive growth not seen in recent history. Fast forward to 2011 and we now find ourselves in year four of a historically significant housing downturn with no clear estimate as to when these 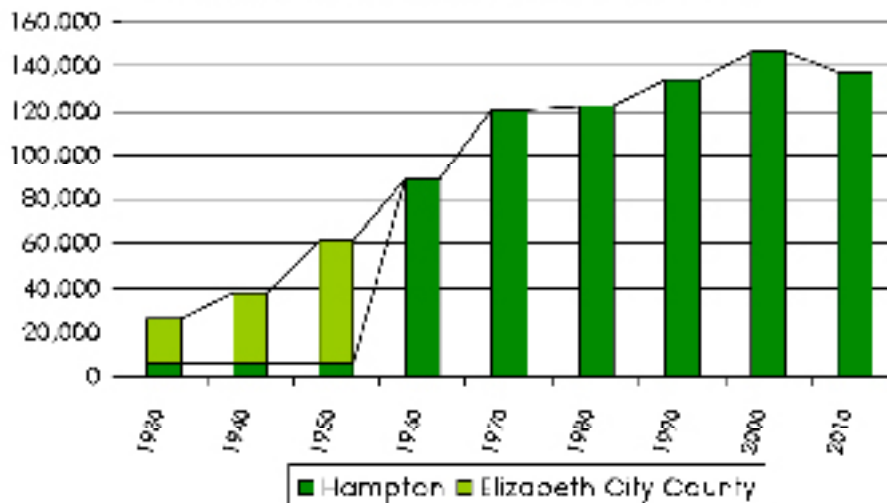trends will turn and no clear picture of what "normal" means for our local and national housing markets. Housing starts, housing values [Figure 4], and home ownership rates [Figure 5] have all declined significantly in the last several years; this, coupled with dramatically new and tougher lending policies, is expected to dramatically alter housing patterns in the future. These shifting housing trends are important to understand so we can implement the appropriate housing and land use policies that will best position our community for the kind of success envisioned in this plan.

Home Ownership Rates
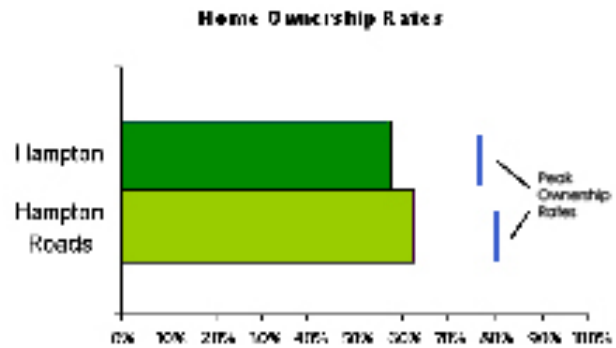
Figure 5. [above] Homeownership rates in Hampton, as well as the Hampton Roads area are shown in this figure. The blue lines show the Peak Ownership Rates, indicating that levels of homeownership in 2010 had declined from peak rates.

Figure 4 [below]. Housing prices are illustrated in both Hampton and the overall Hampton Roads area. While sales prices in Hampton are lower than the overall Hampton Roads area, this figures shows prices in both areas have declined in recent years.

Average Single Family Detached Sales Price
Source: Real Estate Information Network
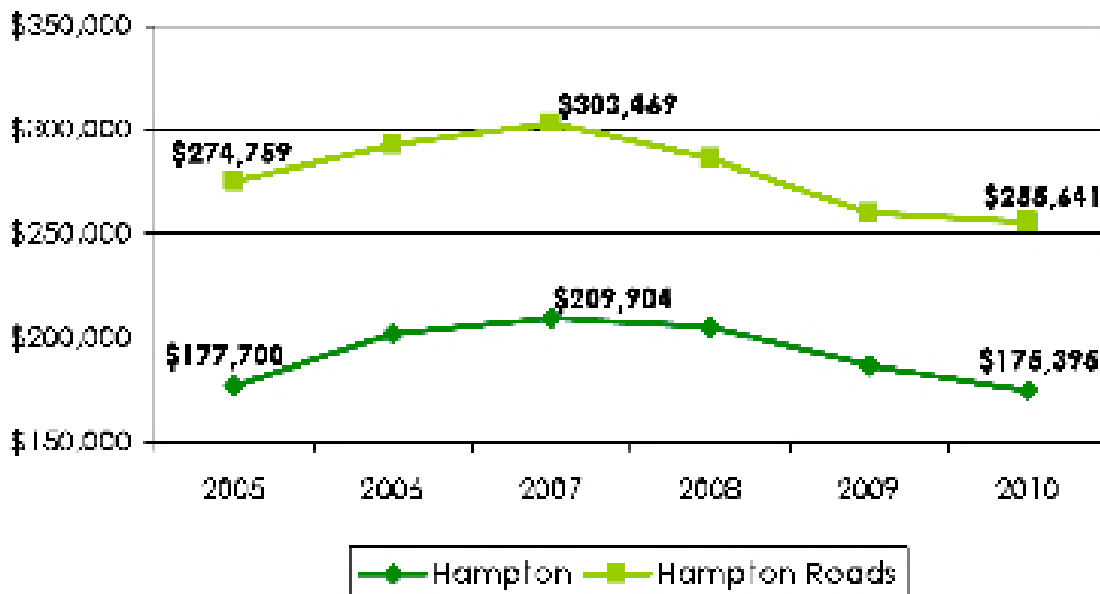
Vacant Land and Redevelopment

The amount of vacant land in a community [Figure 6] is also an important indicator that drives multiple trends and policies. Ever since the 1989 Hampton Comprehensive Plan, we have recognized Hampton's transition from a land rich community to a largely built-out community. This point was emphasized in the 2006 Hampton Community Plan and remains a very important community characteristic. Over the last ten years, Hampton has begun to see more and more "redevelopment" – replacing older existing development with new development more reflective of current development trends and community values. Fortunately, our community already has some fine examples of sensitive, high quality redevelopment (Peninsula Town Center, Bailey Park, Heritage in Downtown, Old Point Townhomes, etc.). This trend will likely accelerate as we move forward. As a result, there will likely be more need to take a "finer grain" look at various areas of the city to help define and guide the character and nature of potential future redevelopment efforts. The City of Hampton currently has six adopted master plans for defined districts and corridors within our community. These plans will need to be reviewed and updated so they remain current and consistent with community priorities and shifting markets. In addition, there will likely emerge other areas of the city that will warrant this level of detailed planning and attention.
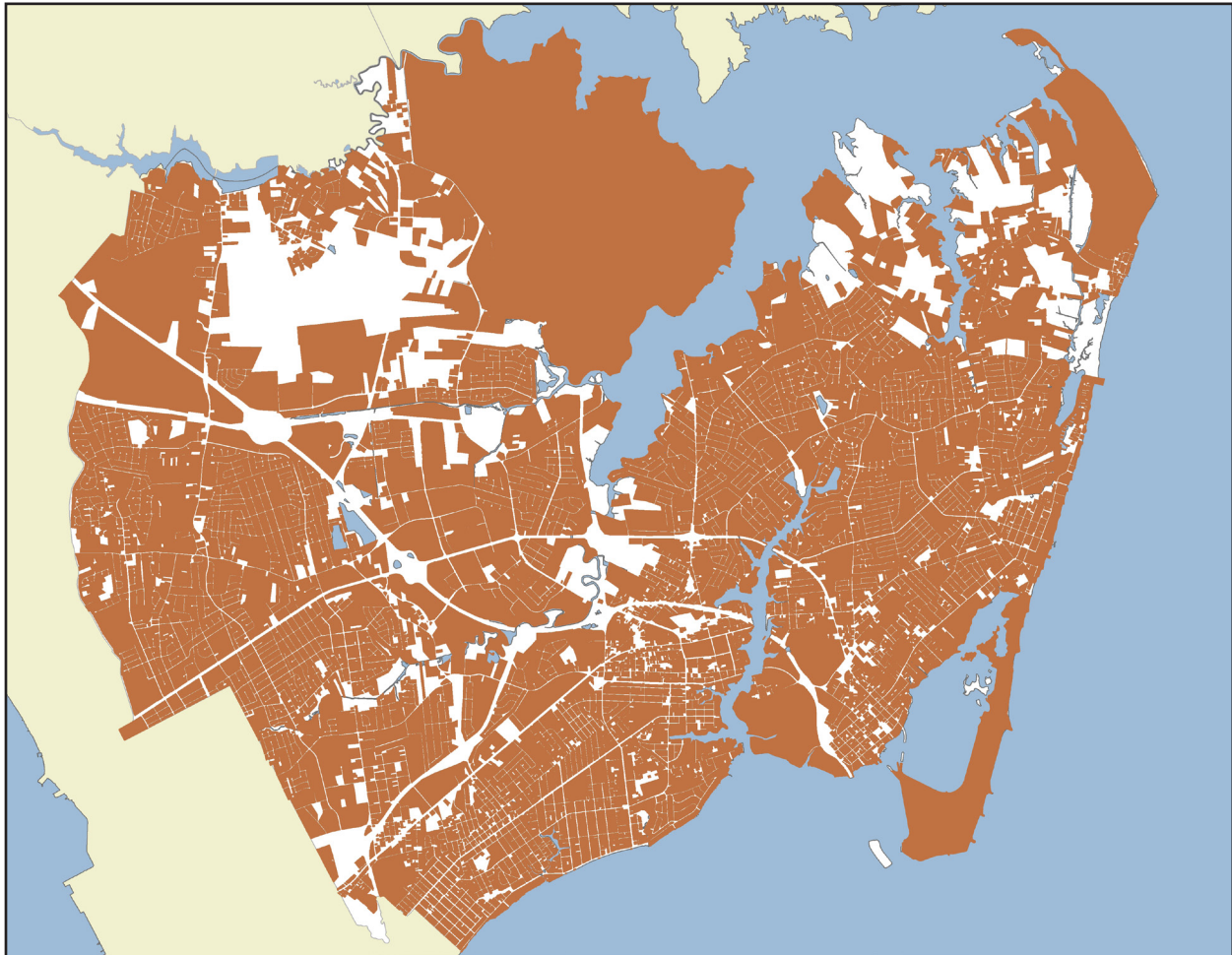

Figure 6 . Vacant areas are shown in white.

UPDATED STATISTICAL PROFILE

Employment

Similar to the housing trends, 2011 is a very different time for employment and job growth than was the case in 2006. The United States and much of the world is just now inching its way out of a global recession. Millions of jobs across multiple sectors have been lost during this recession. None of the "experts" are quite sure what the new definition of a "normal" jobs and employment sector will look like. Trends over the last couple of years indicate this will be a slow climb in terms of the rate of new job creation. Regionally, we have generally fared better than the nation as a whole; but Hampton has seen significant job losses [Figure 7] especially with the closing of Fort Monroe and workforce reductions in local government over the last few years. These facts will certainly challenge us to make smart resource allocations and policies to help grow, expand and diversify our local and regional businesses.
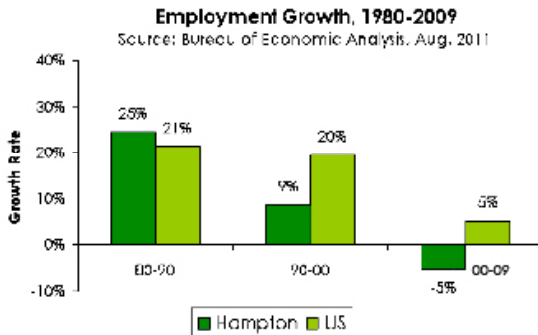

Employment Growth, 1980-2009
Source: Bureau of Economic Analysis, Aug. 2011

Figure 7

New Trends:
Community Health and Waterways

Two of the more prominent "new issues" identified by our community focus groups were Community Health and Waterways. There is a growing recognition and public awareness around community health issues such as obesity [Figure 8]. While such issues are influenced by many factors including the way a community is designed, the kinds of community amenities, the type of neighborhoods, and

access to information and resources, all can contribute toward addressing these types of issues. This connection between health and various aspects of community life and design can have far-reaching impacts in terms of many local government policies. The key emphasis is to move toward more preventative measures rather than suffering the likely impacts that may arise from widespread community health issues.
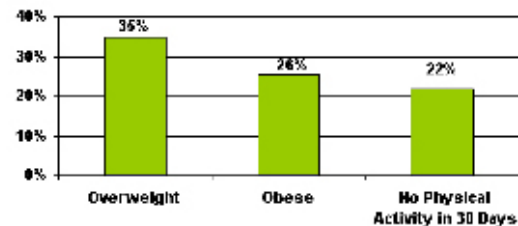
Figure 8

Adults in Virginia, 2008
Source: Virginia Department of Health

Over the last few years, significant research and data has begun to emerge educating us all regarding the potential implications to a community like Hampton from global climate change and sea level rise. Locally, this type of conversation has centered on gaining a better understanding of how and why issues such as tidal flooding, storm damage, and shoreline protection, as well as many other water related issues seem to have escalated over the last decade or two. For a water-oriented community like Hampton, it is easy to understand why this set of issues has surfaced as strategic in nature. While we are still in our infancy in understanding the total scope and implications of this set of issues, the community work represented here and in the associated Hampton Comprehensive Waterway Management Plan Steering Committee Report represents a significant leap forward in our understanding and definition of the challenges and opportunities.
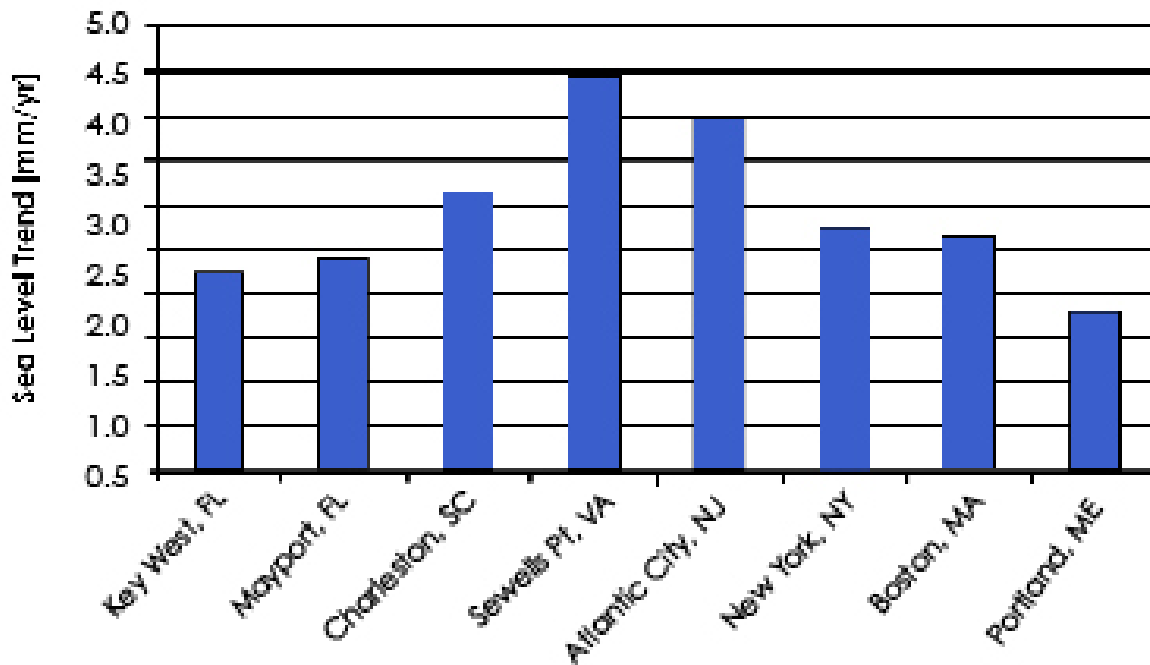
Figure 9. *Sea Level Increase*

Sea Level Increase

This introduction has provided a brief overview of the purpose for this effort and the process by which the following thoughts and directions were generated. What follows is ten sections which describe the work of each focus group as they explored, analyzed and discussed aspects of their particular strategic issue area. After the ten focus group sections, you will find a section on "Things We Learned." This portion of the document outlines important lessons and conclusions that perhaps do not fit neatly into any one of the ten strategic issue areas. Some common "themes" emerged that inform us as to how we may want to move forward in a more effective way. This last section also includes a summary table of all recommended goals from each of the focus groups. This may be used as a quick reference guide to some of the key thoughts and ideas that can be found in each section of the document.

Figure 7. [opposite page] This chart illustrates the job growth rate in Hampton as it compares to national job growth. Whereas national job growth was 5% between 2000 and 2009, Hampton experienced a loss of jobs.

Figure 8. [oppostie page] As illustrated by this chart, 35% of adults in Virginia are overweight, 26% are obese, and 22% of adults in Virginia have participated in no physical activity in the last 30 days.

Figure 9. [above] Shows sea level rise in over major port cities in the United States. Source: (VIMS Special Report No. 425; Record lengths vary between 1928-2006 at Mayport, FL and 1856-2006 at New York, NY.)

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Community Appearance, Pride & Image

Every community is defined by something. At its heart, the City of Hampton is identified by its unique waterfront surroundings and water assets, along with its rich heritage, over 400 years. These significant characteristics help formulate Hampton's pride. Community pride is the basis for protecting and preserving what is most valued and treasured. While the physical appearance or aesthetics play a vital role, how the community is perceived as well as the overall quality of life are also key components in defining the image of the community.

> **Vision:**
> *Hampton will be a community which offers the best of contemporary coastal living in proud, historic, and vibrant community.*

Goal 1: Aesthetic improvement of all major corridors and gateways.

Measurements:

1. Hampton's gateways and corridors reflect pride and a high standard of maintenance as measured by:

    a. Resident satisfaction regarding the appearance of gateways and major corridors.

    b. Annual improvement on litter index score.

Goal 2: Optimize appearance, pride, and image in our water assets.

Measurements:

1. Increase the number of shoreline cleanups and the number of citizens participating.

1. Resident satisfaction with appearance and quality of waterways.

Goal 3: Maintain and enhance neighborhood quality, appearance, and pride.

Measurements:

1. Increase in code enforcement related to litter and home appearance.

2. Resident satisfaction with the attractiveness of their neighborhood.

Goal 4: Support and communicate Hampton's excellence.

Measurements:

1. Number of positive news articles regarding Hampton's appearance, pride, and image

2. Resident pride in Hampton as measured on the Resident Satisfaction Survey.

Suggested Strategies:

Goal 1:

1. Quality appearance of all gateways, for example: Pembroke – Powhatan; Mercury – I-64; Woodland – I-64; LaSalle/Armistead – I-64; and Mercury – King.

2. Improve attractiveness of landscaping through increased use of:

    a. Low maintenance landscaping using natural and native plants and designs in new installations and problem areas.

    b. Underground watering

3. Improve signage attractiveness:

    a. Improve regulations to eventually eliminate billboards and nonconforming signs.

b. Increase the number of neighborhood identification signs.

c. Use 'Welcome' and 'Thank You' signs that support City branding.

d. Work with Hampton Convention and Visitor's Bureau (HCVB) to coordinate signage with the branding of the City.

1. Enlist the help of City partners (master gardeners, VDOT, Sheriff's Office, neighborhood associations, and others) to maintain entrances and exits.

   a. Establish a modest budget ($600-1200 annually) for partners to purchase new bulbs and/or annuals.

   b. Establish "ownership" of gateways and corridors with a boasting rights trophy awarded each month or quarter, to be passed down to the next winner.

   c. Ensure excellent communication between involved parties to achieve stated goals.

Goal 2:

1. Educate homeowners on the importance of waterfront landscaping, buffers, and historic creeks.

2. Better communication of City successes and future plans for improving water asset appearance (e.g., New Market Creek, Fort Monroe, Robinson Creek, Indian River Creeks).

3. Annually hold a waterways cleanup celebration and issue T-shirts to increase participation and promote the pride in Hampton ethic.

Goal 3:

1. Increase beautification efforts, including:

a. Adopt-A-Spots.

b. Neighborhood cleanups led by Hampton Clean City Commission.

c. Increase maintenance of schools and neighborhood recreation facilities such as pools, parks, bike paths.

1. Enforce or improve existing laws to address:

   a. Preservation of historic character in older neighborhoods and streetscapes.

   b. Blighted, vacant structures.

   c. Dog excrement.

   d. Litter on street fronts and parking lots.

   e. Parking on lawns.

   f. Size of concrete driveways.

   g. Insufficient neighborhood parking.

   h. Dilapidated fencing.

2. Improve neighborhood lighting with Increases in lighting and/or upgraded architectural street lighting where appropriate.

3. Create or re-establish an inter-civic league council to aid in communication and coordination of stated goals.

Goal 4:

1. Implement an internally-focused branding campaign that targets people who live, work, and play in Hampton and is coordinated with the HCVB website re-launch so that the imagery and signage work together rather than compete

   a. Utilize all media to communicate Hampton successes.

   b. Increased use of TV coverage.

   c. Education using special/local personalities.

   d. Channel 47 interviews that showcase

COMMUNTIY APPEARANCE, PRIDE, & IMAGE

accomplishments.

e. Host events to increase awareness of successes and/or areas needing support for improvement.

1. Partner with Hampton City Schools to inspire pride in students and enlist their help in building pride throughout the community.

2. Implement an award program promoting citizen contributions to Hampton appearance, pride and image.

    a. Track the number of nominations and donors for the Community Appearance Pride and Image (CAPI) award and honor event.

3. Capitalize on and emphasize Hampton's 400 year history by developing a program to biannually focus on a significant period of Hampton's History.

Community Health/ Healthy Families

The collective health of our citizens and the environment which influences our collective well-being are of strategic importance for the future of our community. We often say that "we will only be as successful as our people allow us to be," so the relative health of our community will influence many aspects of our future. Performance in school, performance in the workplace, the cost of public services and the attractiveness of a community as a place to live and work can all be influenced by how well we succeed at being a healthy community.

> **Vision:**
> *Hampton will be the healthiest community in Virginia.*

Goal 1: Hampton will create a coordinated system that provides information about health and access to health-related services.

Measurements:

1. The number of patient visits to the CarePlex Emergency Department which do not require emergency medical services will be reduced by 5 percent annually.

2. The number of ambulance trips for medical problems which do not actually require the presence of Emergency Medical Service staff in the ambulance will be reduced by 10 percent.

3. All federally designated medically underserved areas in Hampton will be eliminated by increased numbers of health care professionals working in these areas.

Goal 2: Hampton will implement a regular community health planning and improvement process.

Measurements:

1. The advisory body will issue at least two reports and recommendations each calendar year.

Goal 3: Hampton will create a culture of disease prevention and health promotion

Measurements:

1. The average percentage of students at each grade level with a Body Mass Index (BMI) greater than 30% will decrease 10% annually.

2. The percentage of adult tobacco users will decrease 5% each year.

3. The percentage of teens that use tobacco products will decrease 10% each year.

4. Hampton will add 10 additional miles each year to its system of uninterrupted sidewalks, paths, and hiking trails.

5. The rate of pregnancies among Hampton's teenage girls will decrease 10% each year.

6. The rates of gonorrhea and chlamydia infections in Hampton citizens will decrease 10% each year.

7. All children under the age of 18 years will complete all recommended immunizations.

8. At least 45% of Hampton residents will receive an influenza immunization each year.

Goal 4: Hampton will maximize awareness of health education resources.

Measurements:

1. The number of "hits" on the web site will increase 10% each year over the previous year.

2. Periodic customer satisfaction surveys on the web site will demonstrate high and steadily increasing measures of satisfaction and usefulness.

Goal 5: Hampton will create a community-wide understanding and acceptance of the concept that "community health" is the responsibility of all segments of the community - public and private, individuals and organizations.

Measurements:

1. Hampton will reduce its homeless population by an estimated 10% annually.

2. The number of non-religious organizations which support homeless assistance programs will increase 10% each year.

3. The percentage of adult tobacco users will decrease 5 percent each year.

4. The percentage of teens that use tobacco products will decrease 10% each year.

5. The number of individuals and organizations who have never previously contributed to community organizations such as the Food Bank will increase 8 percent each year.

Suggested Strategies:

Goal 1:

1. The Hampton City web site will include a section titled *Health Information and Health Care Services* with links to health information web sites, as well as information about health care organizations and home- and community-based health services available to Hampton residents.

2. Hampton will publicize to physicians, physician assistants, and nurse practitioners seeking to relocate, that federally designated medically underserved areas exist within the city. (Health care professionals working in these areas may be eligible for reduction or elimination of their medical training loan obligations.)

Goal 2:

1. Hampton will create a health and wellness advisory body, supported by appropriate staff, which will identify pertinent health and wellness indicators which can be used to describe and track increases and decreases in the health of Hampton residents and to develop recommendations for ameliorating adverse health indicators. These indicators should be broadly applicable to Hampton, and incorporate Hampton specific data and appropriate comparators.

Goal 3:

1. Collaborate with Hampton City Schools to establish minimum levels of participation each day (i.e. 30 minutes) in physical exercise appropriate to that student's health and physical abilities.

2. Collaborate with Hampton City Schools to include in each school day age and culturally appropriate health education programs, at all grade levels. This effort

1. will be in addition to physical education programs.

2. The City of Hampton will identify itself as striving to become a smoke-free city, and all city publicity materials will reflect this.

3. Hampton will increase its opportunities for walking, hiking, and jogging.

4. The Hampton Health Department, Hampton City Schools, and other organizations will cooperate to create and publicize information on preventing sexually transmitted diseases and teen pregnancies.

5. The Health Department, in partnership with Hampton City Schools and other organizations, will increase immunization rates among Hampton residents.

6. Hampton will ensure year-round daily access to basic personal hygiene and community referral services for the homeless population.

Goal 4:

1. The Hampton City web site will include a section titled *Health Information and Health Care Services* with links to health information web sites, as well as information about health care organizations and home and community-based health services available to Hampton residents.

2. Hampton will publicize the existence of this web site each quarter.

Goal 5:

1. Hampton will systematically examine all aspects of homelessness within the city with a goal of identifying new opportunities and new partners to reduce the number of homeless persons.

2. In collaboration with community partners,

1. Hampton will develop a single room only (SRO) facility for long-term affordable housing for currently homeless single adults.

2. Hampton will create a tobacco-users buddy program for individuals who are trying to stop smoking. This would pair former smokers with smokers trying to quit, with the former providing an anchor to call upon when tempted to smoke.

3. Increase support of the Peninsula Food Bank and other food banks.

COMMUNITY HEALTH/HEALTHY FAMILIES

ECONOMIC BASE, REGIONALISM, TRANSPORTATION, & INFRASTRUCTURE

Economic Base, Regionalism, Transportation, & Infrastructure

This grouping of issues recognizes the important and fundamental linkage that exists between how well we address regional challenges and the overall well-being of individual communities like Hampton. Hampton's overall success will rise and fall based upon how well the region addresses significant issues that cross jurisdictional boundaries. The economy, our transportation network, many aspects of our infrastructure system, many environmental issues, as well as other challenges must all be addressed on a regional level in order for Hampton to become the community it aspires to be. This "regional" perspective has been identified in Hampton's community plan as an important perspective since the mid 1990's. Over the last 15 years, the Hampton Roads region has made significant strides toward "acting like a region." Through the efforts of organizations like the Hampton Roads Planning District Commission, the Hampton Roads Transportation Planning Organization, the Hampton Roads Partnership, and the Hampton Roads Economic Development Alliance (to name only a few), long range regional vision and action plans are in place to help define our regional vision.

There is a fine balance in distinguishing what are truly regional issues versus purely local issues. Often this line appears as "shades of grey" rather than a distinct line. We must understand the impact local decisions will have regionally and vice versa. Hampton's challenge is to be able to pursue its own interests while also respecting the regional goals and perspective. Within the region, Hampton is a community with a vast array of assets that are often overlooked and may not have reached their full potential. Although progress has been made in recent years as a result of the implementation of the Master Plans and through participation in key regional initiatives, the core cities of Hampton Roads (Hampton, Newport News, Portsmouth, and Norfolk) still represent cities on the margin. Hampton's challenge is to be proactive and strategic in addressing these issues effectively at both the local level and at the regional level through initiatives outlined in this plan.

> **Vision:**
> Hampton is an innovative and economically vibrant city, central to the success of the region.

Key components of successfully fulfilling this vision include advancing economic opportunities with an educated workforce, insuring modern infrastructure, fostering sustainable development and cutting edge technology while also embracing its heritage and natural resources.

Goal 1: Hampton is aggressive in its efforts to enhance the region's worldwide economic competitiveness through a shared vision and collaborative actions among the region's communities.

Measurements:

1. Achieve endorsement by all communities of a vision for Hampton Roads and a strategic plan which addresses key issues.

2. Increase the number and frequency of Hampton's collaborative planning and operational activities with one or more Hampton Roads communities.

Goal 2: Hampton strengthens its economic base through its workforce development efforts and by facilitating development of small businesses, enhancing relationships with major institutions and federal neighbors

in the City, and capitalizing on its natural and physical assets.

Measurements:

1. Increase the percentage of Hampton City School students who graduate on time as measured by the Virginia graduation completion index (HCS Strategic Plan 2015 measure 1.4).

2. Increase the number of new businesses created and/or expanded on an annual basis.

Goal 3: Hampton maintains and enhances its existing infrastructure to ensure it exceeds its expected useful life; and expands its infrastructure to meet future challenges and changes regarding advanced communication systems, building for sustainability, as well as, the management of coastal and storm water flooding.

Measurements:

1. Increase the residential and commercial penetration of broadband wireless and fiber optic services.

2. Allocate sufficient funding through the Capital Improvement Plan for infrastructure replacement prior to the end of its expected useful life.

Goal 4: Hampton creates and enhances local and regional transportation options for residents and visitors by supporting urban development patterns and implementing master plans for strategic investment areas.

Measurements:

1. Support the development of new transportation options that address regional needs as well as those of Hampton businesses and citizens.

1. Reduce commute times within the region and City of Hampton.

Suggested Strategies: (Time limitations did not permit this focus group to brainstorm possible strategies.)

DIVERSE POPULATION, YOUTH, & SENIORS

Diverse Population, Youth, & Seniors

This grouping of issues recognizes the importance of Hampton's changing demographics and the related challenges and opportunities associated with these changing demographics. Recognizing that Hampton has become an increasingly diverse community with respect to race, ethnicity, culture, religion, sexual orientation, gender identity, age, and background, the Diverse Population, Youth, and Seniors Focus Group reviewed data and information from various perspectives, focusing on the assets and needs that these very different groups bring to our community.

> **Vision:**
> *Hampton will be a city that is welcoming, supportive, and inclusive of all citizens, regardless of race, color, religion, age, disability, ethnicity, sexual orientation or gender identity.*

Goal 1: All people are viewed as a rich resource to their community where their needs are accommodated and their contributions welcomed.

Measurements:

1. Track the degree to which our population becomes increasingly diverse (both in total number and diversity) compared to the region and nation.

2. Increase the level of customer/citizen satisfaction/delight with regards to their needs being met and contributions to the community being welcomed (will have to establish a baseline).

Goal 2: All citizens have easy accessibility to all resources and services.

Measurements:

1. Increase usage of communication tools (311 calls, website hits, emails, neighborhoods group notices, etc.) across all segments of our population.

2. Increase in the use/attendance of City and community based resources, events, and programs within the City of Hampton.

Goal 3: City of Hampton policies and procedures and implementation of those policies and procedures are inclusive of the diversity in Hampton.

Measurements:

1. Annual decrease in the number of complaints registered or incidents reported.

2. Degree of diversity of representation on appointed boards and commissions compared to the city population.

Goal 4: All people have an opportunity to experience world-class cultural and leisure activities in Hampton.

Measurements:

1. Increase in the number and variety of restaurants, entertainment venues and cultural concerts and events in Hampton.

2. Increase in the number of people using/attending cultural and leisure activities in Hampton.

Suggested Strategies:

Goal 1:

1. Update the City of Hampton employee non-discrimination policy to include sexual orientation as a protected category of people. Hampton should explore changes to state legislation requiring sexual orientation as a basis for non-discrimination in public contracts.

2. Host an annual open forum for residents on policy and implementation updates, conducted in a way that is inclusive for all.

Goal 2:

1. Create a single, central point of contact for all city and community programs and events, communications should include telephone, online and other media.

2. Make use of auto-dial services to get the word out about programs and events.

Goal 3:

1. Improve handicap accommodations throughout the city, both through direct implementation of city property and rights-of-way and indirectly through development requirements for all private projects.

2. Establish an "oversight" or "monitoring" committee to insure inclusiveness in the city policies and implementation.

3. Establish a dependable resource for the various diverse groups in Hampton, to help provide direction, contacts, and advocacy for the groups with the city government (i.e. a senior advocate or ombudsman).

4. Present progress/monitoring reports 2-3 times per year. Present the reports in a

1. way that is easy to understand and make them readily available to the public.

Goal 4:

1. Actively pursue an increase in the variety of venues for world-class entertainment within Hampton.

2. Conduct a survey of citizens to find out what types of venues and events are lacking in the Hampton/Hampton Roads region.

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Environment & Quality of Life

Hampton's very history and character have been shaped by its geographic location at the mouth of the Chesapeake Bay. As a Chesapeake Bay community, our stewardship of this historic and vital estuary will continue to be strategic to our livelihood and success. A community's quality of life has become one of the most important aspects in determining how competitive a community will be in an ever increasing mobile global economy. While environmental stewardship and quality of life are not one in the same, they are certainly related issues that influence each other.

> **Vision:**
> *Hampton will exemplify sustainable environmental stewardship in a waterfront community for all to enjoy.*

Goal 1: Hampton proactively practices environmental stewardship of its natural resources and assets.

Measurements:

1. Hampton will increase mixed/alternative energy usage patterns.
2. Hampton will expand and enhance the environmental component of the Schools' Standards of Learning assessment.
3. Litter Index.
4. Increased percentage of redeveloped green or open space.
5. Mowed land (acreage) or Naturalized cover areas will increase.
6. Tree cover will increase (Tree City or City Green).

Goal 2: Hampton provides multi-modal connectivity within and between strategic investment areas and surrounding neighborhoods.

Measurements:

1. Miles of walkways/bike paths/trails will increase.
2. Connectivity index between strategic areas will increase.
3. Shuttle/bus availability and ridership (between strategic areas) will increase.

Goal 3: Hampton has improved public access to coastal and other natural environments.

Measurements:

1. Miles of public coastline/beach (property/easement/right of way) will increase.

Goal 4: Hampton provides high quality environmental infrastructure.

Measurements:

1. Miles of underground cable/conduit added per year will increase.
2. Tons of trash converted to steam per year will increase.
3. Tons of recycled materials per year will increase.
4. Megawatts of power consumed per capita will decrease.
5. Permits for alternative energy sources will increase.

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Suggested Strategies:

Goal 1:

1. Education on environmental stewardship.

2. Increase conservation of green spaces.

3. Exceed federal and state guidelines in all environmental areas as specifically allowed by applicable environmental law.

4. Explore General Assembly legislation to permit establishment of a "Litter Court."

5. Mandatory recycling.

6. Contiguous green space.

7. Encourage residents and businesses to utilize alternative energy and the City should develop standards for requiring new residential developments to utilize alternative energy.

8. Unified streetscape improvements.

9. Public awareness signage program.

Goal 2:

1. Increase the total length/mileage of bike paths and lanes.

2. Bring back the trolley system or start shuttle bus/tour bus routes.

3. Review streets for ease of "cross-over" at major intersections and connections between neighborhoods.

4. Increase pedestrian signalization.

Goal 3:

1. Hampton will expand and enhance education around pollution & Chesapeake Bay preservation.

Goal 4: (No suggested strategies at this time.)

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Good Government

Insuring that the local governance infrastructure is effective, efficient, innovative, open and ethical has always been important to the success and future of Hampton. The community's relationship and involvement in local government are quite unique and have been recognized internationally on many occasions for excellence and for using "best practice" methods. Unlike many other communities in which large profit and/or not-for-profit companies play key leadership roles, Hampton has generally looked to local government to play a prominent leadership role in charting the course for future success. Despite Hampton's previous successes and recognition, we cannot afford to rest on past achievement.

> **Vision:**
> *Hampton's local government will be responsive, open and ethical in and out of public view, and provides services which improve the quality of life for all.*

Goal 1: Hampton provides more opportunities to engage, respond and inform citizens on issues pertinent to the community by the use of multiple means of communication.

Measurements:

1. Increase in the percentage of citizens report being involved in city-sponsored activities.

2. Increase in the percentage of citizens (return rate) that reply to city surveys.

3. Increase in the percentage of responses based on City generated messages and communication (i.e., how many people attended a particular meeting because they heard about it on Facebook, Ch. 47, etc.).

Goal 2: City of Hampton will strive to educate citizens and provide for accessible, efficient, and fairly distributed services.

Measurements:

1. Positive change in (measured by survey) the communities satisfaction with access to information and services.

2. Decrease in the number of complaints received & resolved from citizens on a daily basis.

3. Increase in the percentage of citizens reporting (via survey) having a satisfactory understanding of services provided by the city.

Goal 3: Hampton will identify, plan and adopt innovative opportunities for citizen involvement, work, education and recreation.

Measurements:

1. Increase in the percentage of citizens participating in the community plan and other similar city sponsored civic engagement processes.

2. Increase in the number of communications distributed by the city.

3. Increase the number of citizens reporting being satisfied with city services (citizen satisfaction survey).

Goal 4: Hampton will be open and ethical by providing financial accountability, communication and transparency.

Measurements:

1. Increase in the number of city staff, including directors and managers,

1. trained in open government principles.

2. Increase in the number of open meetings to decrease the perception that meetings are not open (i.e. decisions are made in advance).

3. Increase in the number of citizens reporting increased understanding of the budget process (survey).

4. Increase in the diversity of participation in the City's dialogue about the budget (diversity of citizens and neighborhoods).

Suggested Strategies:

Goal 1:

1. Use creative ways/techniques to pique citizen interest.

2. Look at the number of different ways the city uses to communicate such as surveys, meetings, forums, phone calls, etc.

3. Use community forums, voting, internet communications, newspaper, and other means to communicate with the public.

Goal 2:

1. Monthly communiqués to advertise city services, events, and information to the public.

2. Find and develop other means to distribute the citizen satisfaction survey to get more responses.

Goal 3:

1. Increase in the number of citizens who receive the citizen satisfaction surveys.

1. Hold quarterly community plan update meetings.

2. Increase the diversity of participation in community plan meetings using innovative techniques to encourage a broad range of participation (i.e., demographics, neighborhoods, non-profit groups, etc.):

3. Survey citizens to determine if city services and the information is: easy to find, easy to read, offered at multiple locations, and answers the 5 W's (who, what, when, where & why).

4. The means of communication should be diversified.

Goal 4:

1. Educate citizens on the legal reasons for closed City Council meetings.

2. Perform audits to ensure financial accountability.

3. Financial disclosures available to the public.

4. Greater effort to make the budget process open and understood by citizens.

5. After action report produced in relation to the budget.

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Housing & Neighborhoods

Much of Hampton's character and charm comes from the unique tapestry of diverse neighborhoods that collectively make up our community. Neighborhoods are one of the basic foundations of social and civic life. If we are to reach our goals, our neighborhoods must provide the kind of places our current residents and future residents can proudly call home. While the physical elements of a neighborhood are important and most visible, the overall quality of life and effectiveness of all neighborhoods also depends on effective social and civic infrastructure.

> **Vision:**
> *Hampton will be a community of choice that preserves and builds for future generations.*

Goal 1: Hampton neighborhoods offer a mix of housing that is attractive, affordable, and accessible to accommodate all citizens.

Measurements:

1. Increase in positive survey results indicating Hampton neighborhoods are perceived as attractive (survey of realtors, homeowners, and renters).

2. Track information gained from surveys of new homebuyers who chose not to live in Hampton to better understand what influenced their decision.

Goal 2: Neighborhoods and schools have a strong partnership.

Measurements:

1. Increase in the number and results of joint school and community programs

1. (between civic and neighborhood associations and Hampton City Schools).

2. Increase in the degree of neighborhood participation in and support for school programs and activities.

3. Increase in the number and frequency of sharing of neighborhood facilities and community resources devoted to school programs/improvement.

Goal 3: Hampton neighborhoods offer accessible pedestrian and bicycle friendly choices to promote mobility of citizens and to offer accessibility to neighborhood services and amenities.

Measurements:

1. Increase resident satisfaction with new bike and/or walking paths (survey on usage, likes, dislikes, etc.).

2. Increase in the number of available miles and connectivity of bike/walking paths.

Goal 4: Hampton reinvests in neighborhoods by enforcing state blight regulations, city property maintenance codes, and beautification and incentive programs.

Measurements:

1. Annual decrease in the number of property maintenance violations recorded.

2. Annual decrease in minor and major deterioration as reported on the Exterior Housing Conditions Survey.

3. Annual increase in the number of residents reporting that housing conditions are improving in their

1. neighborhood (survey of resident perceptions).

Goal 5: Hampton preserves, maintains, and perpetuates the history, culture, and architecture of its neighborhoods.

Measurements:

1. Increase in the number of educational events and/or publications promoting neighborhood history, culture, and architecture.

2. Increase in the number of historic tax credit projects in Hampton.

3. Increase in the number of times the City is recognized in publications regarding history, culture, and architecture.

Suggested Strategies:

1. Since the issues facing homeless persons are multi-faceted (housing, social services, mental health, employment, etc.), a separate group should be established to develop a vision, goals, and strategies to assist the Hampton homeless population.

2. Increased marketing of the Curb Appeal Grant Programs.

3. Evaluate new developments to ensure there is a mix of housing types.

4. Partner with the Mayor's Committee for People with Disabilities to help address accessible housing.

5. Recruit neighborhood associations and volunteers to help schools.

6. Empower citizens to report code violations in their neighborhood.

7. Promote neighborhood organizing to build

1. pride and make neighborhoods better.

2. Educate the public on property maintenance/codes compliance issues, processes, etc.

3. Assist civic associations with identifying private pro bono legal support.

4. Explore simplifying the process for Special Tax Districts so more groups can take advantage of it as a tool to improve their neighborhood.

5. Increased marketing of beautification activities such as Clean the Bay Day, etc.

6. Market historic events/places to people outside of Hampton.

7. Promote and take advantage of the history that is here.

8. Promote the vision to the citizens of Hampton and to City Council. This effort needs citizen support and Council funding to be successful. Be proactive to the vision, not reactive to individuals.

9. Conduct an anonymous survey of teachers to assess teacher opinions of schools, etc. – link the survey to SOL /SAT scores.

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Lifelong Learning & Education

One of the bedrocks of a successful community is the provision of quality educational and lifelong learning opportunities for its citizens. We all live within a global information age in which knowledge and skilled application of this knowledge play key roles in the economic, social and civic success of communities. As a community, Hampton understands and values the notion that our citizens, of all ages, should have access to a wide range of exceptional learning opportunities which enhance our individual and collective opportunities for success.

Vision:
Hampton will be a community which partners with community resources to ensure innovative, quality, and affordable education and lifelong learning for every citizen, every day.

Goal 1: By 2030, every citizen in Hampton will be educated and trained to compete in the global workforce.

Measurements:

1. Increase the percentage of students reading on grade level at third grade as measured by state mandated English SOL assessment (HCS Strategic Plan 2015 measure 1.9).

2. Increase the percentage of students who graduate on-time as measured by the Virginia graduation completion index (HCS Strategic Plan 2015 measure 1.4).

3. Increase by 3% annually or 15% over 5 years the percentage of Hampton City School students who attend college.

4. Hampton children have education preparation that supports "Ready By

1. 21" philosophy.

2. Increase the percentage of CTE Completers earning industry credentials.

3. Increase the percentage of students enrolled in dual enrollment courses.

4. Increase the percentage of students scoring 3 or higher in AP assessments.

5. Increase the percentage of students enrolled in Advanced Placement (AP) courses.

6. Increase the number of students earning Early College Scholar certificates.

7. Increase the number of students successfully completing the Governor's School for Science and Technology.

8. Increase the number of students earning an IB diploma (HCS Strategic Plan 2015 measures 1.11-1.17).

Goal 2: Ensure all students/citizens are aware of resources available throughout Hampton.

Measurements:

1. Increase annually the community's awareness of available lifelong learning and education resources. (Develop benchmark and follow up surveys beginning in 2012 to assess the effectiveness of educational awareness strategies – establish viable frequency within funding parameters.)

Goal 3: Ensure all children enter school ready to learn.

Measurements:

1. Increase the percentage of Hampton City School students demonstrating readiness for kindergarten (HCS Strategic Plan 2015 measure 1.8).

Goal 4: Attract, develop, and retain highly qualified teachers for children and adults

Measurements:

1. Increase number of national board certified teachers within Hampton City Schools.

2. Increase percentage of highly qualified teachers (as defined by "No Child Left Behind") within Hampton City Schools.

Suggested Strategies:

Goal 1:

1. Ensure Hampton children have education preparation that supports "Ready By 21."

2. Create an Oversight Committee with schools, City, and citizens. This committee should include some membership from the Education and Lifelong Learning Focus Group.

3. Collaborate with Hampton City Schools and other lifelong learning providers to market education and lifelong learning success stories & statistics.

4. Ensure our community provides a full array of post secondary education and career training to support our citizens and our workforce.

1. Provide financial literacy training opportunities for all citizens.

Goal 2:

1. Explore alternative measures that lead to a variety of educational delivery models, i.e. Career Academies, community college, lifelong learning opportunities, home school, private school, etc.

2. Create and provide more informational brochures that identify available educational resources.

3. Conduct/provide more presentations and/or Job Fairs to identify available resources.

4. Utilize PEG-TV (Channel 47) to distribute information regarding available educational resources in the community.

5. Utilize the City and HCS website more effectively to provide access to educational resources in the community.

Goal 3: (No suggested strategies at this time.)

Goal 4: (No suggested strategies at this time.)

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Public Safety

Public safety is recognized as one of the fundamental building blocks of a vibrant successful community. Residents of our neighborhoods, our commercial businesses, as well as, visitors to our community must all feel safe. Public safety is achieved through an active and effective partnership between public entities and many partners throughout our community including neighborhoods, commercial businesses, the faith community, our military partners, youth groups and many other individuals and community organizations.

> **Vision:**
> *Hampton will foster a safe environment that promotes proactive public safety responsiveness and community interaction.*

Goal 1: Hampton will enhance communication activities to improve perception so that the public has a greater awareness of public safety programs.

Measurements:

1. Citizens awareness of public safety programs will be measured annually (through a survey) beginning in 2012.

Goal 2: Hampton will work with community organizations and national and regional authorities to improve and widely communicate emergency preparedness plans for catastrophic events*.*

Measurements:

1. Annually increase the frequency of emergency preparedness drills and special programs.

2. Annually increase the variety and

1. frequency of communication resources utilized to publicize public safety-related programs.

Goal 3: Hampton will improve its record of public safety success in providing services as reflected in appropriate public safety standards.

Measurements:

1. Performance indicators will be measured annually and benchmarked against accepted industry standards beginning in 2012.

Goal 4: Hampton public safety personnel receive ongoing comprehensive training in best practices.

Measurements:

1. Total training hours for public safety personnel will exceed industry standards.

Goal 5: Hampton provides strong codes enforcement, crime and fire prevention programs.

Measurements:

1. Citizen participation in Neighborhood Watch and other citizen safety programs will increase each year.

2. Proactive property maintenance code enforcement will increase.

3. Activities (both public and private) to improve blighted areas will increase.

Suggested Strategies:

Goal 1:

1. Public Safety citizen survey will be conducted to obtain baseline data (separate from the general citizen survey).

2. Quarterly meetings between citizens and representatives from Public Safety, Public Works, and the Property Maintenance Division of the Community Development Department, and others to address citizen comments will be held.

3. We will measure and monitor our progress. Results will be posted on Channel 47, Hampton Page, etc.

Goal 2:

1. Hampton will improve how we publicize general emergency preparedness plans on Channel 47, Website, radio, and via other communication mechanisms.

Goal 3:

1. Establish an external review process for public safety standards with citizen input.

2. Hampton public safety programs will be implemented utilizing state-of-the-art equipment.

3. Establish a baseline of identified public safety indicators by 2012 and utilize graphs and charts to report attainment status.

Goal 4:

1. Training hours will be monitored for public safety personnel with total hours dedicated exceeding industry standards.

2. Intensive training will be provided for areas identified as requiring specialized training.

Goal 5:

1. Public Safety representatives will work with community organizations and city departments to increase activities to improve areas of the city where there is a significant need for blight removal.

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Hampton Comprehensive Waterways Management Plan Steering Committee

One of Hampton's key strategic assets is its waterways and access to the Hampton Roads and the Chesapeake Bay. Our very history is intrinsically linked to these very waterways. As we plan for our future, our waterway assets will play an important role in almost all facets of community life including economic development, recreation, quality of life, neighborhoods, community health, and environmental quality. The myriad of ways in which waterways affect our lives is influenced by local, regional, national, and global influences.

In November 2010, Hampton City Council established the Hampton Comprehensive Waterways Management Plan Steering Committee. The committee was charged with a somewhat different set of tasks than the other nine focus groups formed as part of the process to update the Hampton Community Plan - Strategic Issues. The Hampton Comprehensive Waterways Management Plan Steering Committee's work will encompass development of a comprehensive set of goals, recommendations, and criteria to guide future City policies and investments regarding waterways management. In addition, they were charged with prioritizing goals and exploring potential funding strategies. As a result, their work schedule and product did not always coincide with that of the other nine focus groups.

It is important to note that the summary information contained in this Community Plan Update document only represents a brief summary of certain elements of the overall Hampton Comprehensive Waterways Management Plan Steering Committee report. Review of the total document is necessary in order to get a more complete and thorough account of the analysis and recommendations of this focus group.

Overall Hampton Comprehensive Waterways Management Plan Vision:

As a Chesapeake Bay community, Hampton will achieve beauty, health, access, and management of its waterway resources unparalleled in the lower Chesapeake Bay.

Success in achieving this vision will enhance the quality of life for its residents, encourage tourism, improve environmental quality, create recreational opportunities as well as promote sustainable economic development.

The goals identified below are intended to offer more specific directions for each of the key waterway issues identified. To further expedite their work and to enable greater focus on key issues, the Committee formed four subcommittees to focus on the following broad waterway issues:

- Shoreline Protection
- Tidal Flooding
- Stormwater Management
- Waterway Management and Maintenance

Each of the four subcommittees have gone through an extensive education, data collection and evaluation process. As a result of this in-depth process, each subcommittee has generated a report on each respective group of issues. Each of the four reports culminates with the establishment of a vision for each issue area, and outlines broad community goals and strategies to support implementation of each goal. In addition, goals have been prioritized and potential funding strategies explored and evaluated. A brief summary of each subcommittee's vision, goals and measurements is outlined below.

Shoreline Protection

> **Vision:**
> *A beautiful, sandy public beach and healthy tidal marshes that enhance the Chesapeake Bay's shoreline and tributaries can be the keystone attribute in creating a vision that inspires citizens, business and industry to live, support and invest in the City of Hampton, Virginia.*

Goal 1: Implement a comprehensive Shoreline Management Program for both the Bay fronting beaches and the tidal shorelines to prevent tidal flooding, storm impacts and to improve economic and recreational opportunities for citizens and visitors.

Measurements:

1. Adopt a comprehensive Shoreline Management Program by 2012.

2. Begin to annually fund and implement the Shoreline Management Program by 2012.

3. Establish an ongoing and coordinated Beach Replenishment Program by 2012 which maintains designated beach profiles.

4. Decrease the frequency of necessary dredging of the Salt Ponds Inlet.

Goal 2: Obtain funding sources in addition to City generated funds, to support implementation of the Shoreline Maintenance and Protection Plan and Hampton Wetlands Plan.

Measurements:

1. Increase annually the amount of funding from sources other than City generated funds.

Goal 3: Educate citizens on the value of shoreline protection and management.

Measurements:

1. Increase public awareness (measured through surveys) of the benefits of shoreline protection.

Tidal Flooding

> **Vision:**
> *Hampton will provide an enhanced quality of life for its residents, in the face of increased tidal flooding threats, through measures and comprehensive management of tidal flooding issues for current and future generations.*

Goal 1: Reduce the human and financial impacts associated with tidal flooding, sea level rise and storm events to homes, businesses and other community facilities on 2% of the flood prone structures per year over the next 50 years, in order of the highest benefit/cost ratios.

Measurements: (Note: The measurement is described in the goal. This will require establishment of a baseline based upon date from the most recent storm events.)

Goal 2: Expand outreach and education to Hampton residents and businesses in preparing for tidal flooding emergencies and for recovery after a tidal flooding event.

Measurements:

1. Communications, notification and outreach programs implemented which employ a variety of methods that can reach 100% of Hampton residents and businesses.

Stormwater Management

> **Vision:**
> *Hampton will achieve maximum efficiency of drainage and protect and enhance the water quality of Hampton's waterways and the Chesapeake Bay through both natural and manmade practices, supporting businesses, property and quality of life for the citizens of Hampton.*

Goal 1: By 2017, the stormwater program must meet the Chesapeake Bay Total Maximum Daily Load (Bay TMDL) goals for having 60% of the action and strategies in place to meet the ultimate goals by 2025 for reductions in discharged pounds of phosphorous, nitrogen and sediment contained in stormwater in compliance with the Bay TMDL.

Measurements:

1. Make annual progress toward meeting the 2017 mandate of having 60% of the actions and strategies in place to meet the ultimate goals for 2025 regarding reductions in phosphorous, nitrogen and sediment.

Goal 2: Beginning in 2013, realize an average 10% annual reduction of citizen 311 drainage complaint calls by using scientific information, the latest "best practice" technology and citizen input to improve and enhance the capacity of stormwater runoff conveyance systems throughout the City, while balancing the need for increased stormwater quality treatment required by new state and federal stormwater regulations.

Measurements:

1. Beginning in 2013, achieve a 10% annual reduction in citizen drainage complaint calls taken by 311.

Goal 3: By July 2014, increase storm water program funding and revenue to meet new state and federal storm water compliance requirements.

Measurement: (Goal above is also the measurement.)

Goal 4: By 2014, increase public awareness and engagement in the prevention of storm water pollution, and protect and revitalize wetlands and natural habitats as identified in Strategy 1D.

Measurements:

1. Utilize city surveys to establish a baseline and then measure the annual increase in public awareness and engagement in prevention of storm water pollution and revitalization of wetlands and natural habitats.

Waterway Management and Maintenance

> **Vision:**
> *To optimize the economic return and citizen satisfaction of Hampton's waterways through a cost effective and proactive approach to improve the availability and usability of the waterways to their intended purpose, helping make Hampton the most livable and desired destination on the Chesapeake Bay.*

Goal 1: Develop and implement a comprehensive waterway management and maintenance function that is planned, funded, staffed and has the responsibility to achieve

specified goals and objectives that maintain waterways for their intended purpose.

Measurements:

1. City of Hampton establishes and funds a "dedicated waterways" function in the near term (1-3 years).

2. Establish baseline data (use, intensity, ownership, minimum acceptable condition, etc.) within two years.

Goal 2: Recognize and minimize the storm water system's contribution to waterway degradation and include a strategy for addressing this issue in the long term management and maintenance plan.

Measurements:

1. Annual decrease and removal of sedimentation and shoaling in identified waterways.

Goal 3: Take the necessary action to correct the historical degradation of Hampton's waterways to improve citizen and visitor enjoyment and encourage a viable marine business environment.

Measurements:

1. Annual decrease in the amount of sedimentation and shoaling in identified waterways.

2. Decrease the frequency of necessary dredging and maintenance of the Salt Ponds Inlet and west of Factory Point.

Goal 4: Make Hampton a preferred waterway destination for the Chesapeake Bay and intra-coastal waterways system and help make Hampton the most livable City in Virginia.

Measurements:

1. Increase the level of waterways related commerce utilizing our waterways and shoreline assets.

Suggested Strategies:

(Note: Due to the somewhat different task assigned to this committee/focus group, strategies for this strategic issue are quite lengthy and far more refined than those of the other focus groups. Please refer to the Hampton Comprehensive Waterways Management Plan full report for a complete listing of identified strategies.)

THINGS WE HAVE LEARNED

Through the course of the focus group discussions, we gain an opportunity to come together for a look back at where we have been, as well as, a look forward to where we want to go as a community. The mandate to assess our overall Community Plan every five years forces us to identify trends and significant cultural, social, geopolitical, economic and technological changes that may impact or alter our desired future. The range of topics combined with the diversity of participants throughout this process helps to ensure that we hear and consider multiple perspectives. We know from the level of commitment from each community member, that we are blessed with people who have a deep love for this City and want it to succeed. There is broad consensus at a very conceptual level as to what we value and what we aspire to be. While this consensus seems to exist at one level, we often disagree as to the best method of executing the individual actions designed to achieve our goals. In this respect, the focus group discussions are reflective of the community at large.

Based upon the work of the focus groups as well as feedback from the public, wide agreement exists that the following ten (10) focus areas or strategic issue areas are important directions of focus for our community. In the table to the right, you will see a listing of each of the "strategic issues" identified and discussed by the focus groups. Each focus group developed a vision statement for their respective topic area. Collectively, the identification of strategic issues along with accompanying vision statements help us provide a more current identification of the elements that will help us achieve the communities overall vision:

> We will bring together the resources of businesses, neighborhoods, community groups and government in order to establish Hampton as the most livable city in Virginia.

Strategic Issue	Community Vision
Community Appearance, Pride and Image	Hampton will be a community which offers the best of contemporary coastal living in a proud, historic and vibrant community.
Community Health/ Healthy Families	Hampton will be the healthiest community in Virginia.
Economic Base + Regionalism + Transportation and Infrastructure	Hampton will be an innovative and economically vibrant city, central to the success of the region.
Diverse Population + Youth & Seniors	Hampton will be a city that is welcoming, supportive, and inclusive of all citizens, regardless of race, color, religion, age, disability, ethnicity, sexual orientation or gender identity.
Environment/Sustainability + Quality of Life	Hampton will exemplify sustainable environmental stewardship in a waterfront community for all to enjoy.
Good Government	Hampton's local government will be responsive, open and ethical in and out of public view, and provides services which improve the quality of life for all.
Housing and Neighborhoods	Hampton will be a community of choice that preserves and builds for future generations.
Lifelong Learning and Education	Hampton will be a community which partners with community resources to ensure innovative, quality, and affordable education and lifelong learning for every citizen, every day.
Public Safety	Hampton will foster a safe environment that promotes proactive public safety responsiveness and community interaction.
Waterways	As a Chesapeake Bay Community, Hampton will achieve beauty, health, access and management of its waterway resources unparalleled in the lower Chesapeake Bay.

THINGS WE HAVE LEARNED

It is evident that many issues and ideas are shared by multiple focus groups. These "themes" represent important findings for moving forward. As a group, these common thoughts and ideas constitute yet another layer which helps to define our vision's key directions and priorities. Additional thought and discussion will be required to fully flush out these concepts.

When these common themes and ideas were brought to representatives of the focus groups at a joint meeting, there was clear interest in continuing to involve focus groups members and the general public in on-going discussion of key issues. Many participants recognized the "evolutionary" character of these important ideas and directions. There was a desire to establish a mechanism to continue the dialogue started by this process in order to be more deliberate in addressing many of these complex issues.

One of the other common directions which surfaced during the process was the need to monitor our progress. Many participants voiced enthusiasm about the ideas and directions identified, but expressed some reservation along with past frustrations with follow through and a general lack of on-going reporting and updates. A need was identified to keep the general public more informed so they can better understand what actions, progress and accomplishments are emanating from the adopted plan. The central theme was to place an emphasis on carrying through with implementation and monitoring our progress toward key outcomes.

While the initial focus of the community plan discussion was on actions of local government, there was general acknowledgment that in order to make progress toward our community vision, all community partners must embrace

the goals and try to identify what role each can play. Placing the entire responsibility upon local government is not going to generate the desired outcomes. Some sort of active process to engage community partners in a sustained way needs to be part of our strategic actions going forward.

One of the tasks assigned to the focus groups was that of suggesting measurements to help us monitor and chart progress. While most focus groups were able to spend some time on this task, many ran short on time and were unable to identify specific numerical measurements. As a result, the measurement suggested in this document will require some additional work and refinement. One of the next steps needs to be further analyzed by "subject matter experts" in order to retain the essence of the focus groups intent while insuring accuracy, availability and comparability of these measures. It has been recommended that this task be largely completed by staff and other "content experts." These are the people most familiar with what realistic options exist for collecting the data necessary for each measurement and what "standards' exist to insure accuracy and the ability to compare our community with others.

Some important topics are not specifically addressed in this phase of the Community Plan Update. Many important community programs and their associated strategies and actions may not be discussed in this broad document. The review of these public policies, programs, and directions should be conducted as part of the process of aligning our resources and programs to support the community priorities identified in this update. This type of assessment and alignment should involve both public and private partners who have a role in making our community the kind of place envisioned by all of those who've contributed to this plan.

For further information, you may review this document on the City of Hampton's website www.hampton.gov/community-plan or you may contact the Community Development Department at 727-6140.

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Community Appearance, Pride, and Image

Convener: Donald Whipple, Planning Division - Community Development

Convener: Elizabeth McCoury, Coliseum Central Business Improvement District

Convener: Sherry Spring, Downtown Hampton Development Partnership

Lead Facilitator: Cynthia Laurrell, Human Resources

Recorder/Planning Support: Jeff Conkle, Planning Division - Community Development

Logistics: Steve Shapiro, Community Development

Focus Group Members & Other Staff:

Debbie Blanton, Clean City Commission
Craig Brown
Amber Callahan, Marketing, INC
Sallie Grant-DiVenuti, CVB
Gaynell Drummond
Tammy Flynn, Marketing, INC
Katherine Glass, City Council Office
Haywood Holder
Vic Johnston
Jay Joseph
Gaynette LaRue, Planning Commission
Regina Mays
Angie Miller
Allison Schmidt
Karen Sussman
Amy Thorstad
Donnie Tuck, City Council
Patrick Walsh
Mike Yazkowski, Economic Development

Community Health/Healthy Families

Convener: Dr. Bill Berg, Health Department

Facilitator/Planning Support: Mike Hayes, Planning Division - Community Development

Facilitator/Recorder: Rashida Costley-Clarke, Planning Division - Community Development

Logistics: Lisa Cumming, Procurement

Focus Group Members & Other Staff:

Paul Babcock
Valda Branch
Carllton Campbell, Planning Commission
Irene Farrainolo, Health Department
Debra Flores
Angela Futrell
Jeanie Goldberg
Art Greene
Linell Hunter
Angela Leary, City Council
Thea Lawton
Elizabeth Lewis
Bill Massey
David Murray
Evelyn Olenick
Wanda Rogers, Youth, Education & Families
Debbie Russell, Youth, Education & Families
Maureen Savage
Christine Woods
Nick Wooten

Diverse Population, Youth, and Seniors

Convener: John Johnson, Unity Commission

Lead Facilitator: Anna Famuliner, Parks & Recreation

Facilitator/Planning Support: Mike Hayes, Planning Division - Community Development

Recorder: Michelle Breedlove, Parks & Recreation

Logistics: Jim Wilson, Parks & Recreation

Focus Group Members & Other Staff:

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Rashida Costley-Clarke, Planning Division - Community Development
Veronica A. Davis
Charlotte Dillow
Donald Fennell
Diane Foster, City Manager's Office
Linda Hansen
Jasmine Sanders
John Gately
Joy Jackson, Youth, Education & Families
Olive Johnston
Catherine Tyler-Northan
Letitia Lee
Michael B. Hamar
David Murray
Teresa Ottofaro-Davries
Carole A. Perenzin
Willie Press
Jason Samuels
Ellen Shackleford
Barbara Stewart, Social Services
Eric Stone
Sharmae Stringfield
Troy Elliott
Angela Leary, City Council
Will Moffett, City Council
Cornell Burke
Brian Fuller
Zelma Holland

Curtis Knight
Sara Marchello
Andre McCloud, Planning Commission
Freddie Simmons
Karla Triggle, Youth, Education & Families
Jeff Waldell

APPENDIX A: FOCUS GROUP MEMBERS & STAFF

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Economic Base, Regionalism, Transportation and Infrastructure

Convener: Jimmy Eason, Economic Development

Lead Facilitator: John Rowe, Hampton Roads Center for Civic Engagement

Facilitator: Betsy McBride, Hampton Roads Center for Civic Engagement

Recorder: Kathi Grizzle, Assessor's Office

Planning Support: Keith Cannady, Planning Division - Community Development

Logistics: Steve Shapiro, Community Development

Focus Group Members & Other Staff:

Steve Adams
Lynn Allsbrook, Public Works
Jennifer Askey
Hugh Bassette
Nat Battar
Lewis Bellinger
Bill Benson
Susan Borland, Economic Development
Art Collins
Craig Cope
Clay Culbreath
Adanna Davis
Karl Daughtrey, Finance
Doug Dwoyer
Phyllis Flanders
Ernest Green
Greg Grootendorst
Larry Gwaltney
Mark Hanna
Rodney Harris
Ted Henifin
Amy Jordan, Economic Development
Joseph King
Curtis Knight
Mike Kuhns

Gaynette LaRue, Planning Commission
Donna Lawson
Calvin Lowe
Sam Martin
Donna Morris
Terry O'Neill, Community Development
Jerry Palmer
Amy Parkhurst
Tony Reyes
Judy Rogers
Jason Samuels
L'Allegro Smith
Charles Smith
Tommy Southall, Neighborhood Commission
Sherry Spring
Jean Thacker
Jim Turner
George Wallace, City Council
Fred Whitley
Stan Winarski

Environment & Quality of Life

Convener: Diane Foster, City Manager's Office

Lead Facilitator: Jonathan McBride, Housing & Neighborhood Services – Community Development

Facilitator: Angela Freeman, Economic Development

Recorder: Shelly Armstrong, City Manager's Office

Planning Support: Ernest Nortey, Planning Division - Community Development

Planning Support: Dave Stromberg, Planning Division - Community Development

Focus Group Members & Other Staff:

Cris Ausink, Clean City Commission/ Neighborhood Commission
Debbie Blanton, Clean City Commission
Shirley Boyd
George Burbank
Jeff Cerro
Kendyl Crawford
Woody Dorsey
Gaynell DrummondGreg Enterline
Donald Fennell
Kevin Gallagher, Public Works
Doris Hamill
David Imburgia, Land Development Services – Community Development
Megan Ketchum
Richard Marshall
Sam Martin
Pat Parker
Ken Ricklin
Chris Stuart, City Council
Donnie Tuck, City Council
Jim Williams
Ken Wright

Good Government

Convener: Liz Nisley, 311 Call Center

Lead Facilitator: Sabrina Carr, Housing & Neighborhood Services – Community Development

Facilitator: Cindy Woolwine, Housing & Neighborhood Services – Community Development

Recorder: Montique McClary, Human Resources

Planning Support: Janice Moore, Planning Division - Community Development

Logistics: Lori Thomas, 311 Call Center

Focus Group Members & Other Staff:

Tami Back, Marketing, INC
Alice Callahan, Marketing, INC
Carlton Campbell, Planning Commission
Ellen Carpenter
Daphne Costley
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John Eagle, Schools – Information Technology
Pete Fairchild
Ernest Ferguson
Leslie Fuentes, Information Technology
Diane Gardner, 911
Carole Garrison
Katherine Glass, City Council Office
Claude Hewlin, Jr.
Wanda Hewlin
Charlene Johnson
Valencia Jowers, Marketing, INC
Ross Kearney, City Council
Sam Martin
Tracy Martin
Jackie Roundtree, Neighborhood Commission
Charles Smith
George Wallace, City Council
Gloria Washington, Budget
Jim Williams

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APPENDIX A: FOCUS GROUP MEMBERS & STAFF

Housing and Neighborhoods

Convener: Angelique Shenk, Housing & Neighborhood Services – Community Development

Lead Facilitator: Carolyn Caywood, Hampton Roads Center for Civic Engagement

Facilitator: Synethia White, Parks & Recreation

Recorder: Sarah Gabriel, Human Resources

Planning Support: Keith Cannady, Planning Division – Community Development

Logistics: Robin Carpenter, Hampton Public Libraries

Focus Group Members & Other Staff:

Karen Duncan, Neighborhood Commission
Donald Fennell
Ernest Ferguson
Angela Leary, City Council
Caroline McCord
Tonya Mosley
Sister David Ann Niski
Philip Page, Hampton Redevelopment & Housing Authority
Willie Press
Carmina Sanchez
L'Allegro Smith
Kevin Spence
Barbara Stewart, Social Services
Peggy Todd
Donnie Tuck, City Council
Catherine Tyler-Northan, Insight Enterprises
Gregory Williams, Planning Commission
Stan Winarski
Catherine Winston, Neighborhood Commission
Cindy Woolwine, Housing & Neighborhood Services – Community Development

Lifelong Learning & Education

Convener: James Gray, City Manager's Office

Lead Facilitator: Todd Solomon, Hampton Roads Center for Civic Engagement

Facilitator/Logistics: Laura Thornton, Human Resources

Recorder: Annette Oakley, City Manager's Office

Planning Support: Chris Dyser, Planning Division – Community Development

Focus Group Members & Other Staff:

Roxanne Aaron
Anne Bane, Hampton City Schools
Andrea Berndt
David Duxbury
Denis Gallop
Allyson Graul
Olive Johnson
Pat Leary, Hampton City Schools
Letitia Lee
Tracy Martin, Criminal Justice Agency
Betty Peters, Neighborhood Commission
Wanda Rogers, Youth, Education & Families
Jason Samuels
Keisha Samuels, Hampton City Schools
Bobby Whitehouse
Lydia Williams
Carol Winarski
Donna Woods, Hampton City Schools
Nellie Jo Yannarella
Tony Yannarella

Public Safety

Convener: James Gray, City Manager's Office

Lead Facilitator: Ron Hunt, Hampton Roads Center for Civic Engagement

Facilitator: Libby Griebel, Assessor's Office

Recorder: Annette Oakley, City Manager's Office

Planning Support: Jeff Conkle, Planning Division – Community Development

Logistics: Leslie Fuentes, Information Technology

Focus Group Members & Other Staff:

Steve Brown
Eddie Deerfield
Woody Dorsey
Richard Gagne
Larry Gwaltney
Tracey Hanger, Fire Department
Cindy Hayth
Chief Jordan, Hampton Police Division
Ross Kearney, City Council
Karen Leckemby
Michael McHenry
Sara Ruch, Emergency Management
Curt Shaffer, Emergency Management
Gregory Siegel
Major Jean Troutman, Hampton Police Division
George Wallace, City Council

Hampton Comprehensive Waterway Management Plan Steering Committee

Convener: Pete Peterson, City Manager's Office

Lead Facilitator: Kathy Johnson, Alternatives, Inc.

Facilitator: Sabrina Carr, Housing & Neighborhood Services – Community Development

Recorder: Rashida Costley-Clarke, Planning Division – Community Development

Planning Support: Dave Stromberg, Planning Division – Community Development

Steering Committee Members & Other Staff:

Lynn Allsbrook, Public Works
Vince Behm
Andy Bigelow
Frank Blake
Hugh Bassette
Robin Carpenter, Neighborhood Commission
Bob Croft
Carole Garrison
James Gray, City Manager's Office
Ernest Hale
Arne Hasselquist, Wetlands Board
David Imburgia, Land Development Services – Community Development
Gayle Hicks, Public Works
Steve Mallon
Terry O'Neill, Community Development
Edith Newkirk
Thomas Pantelides
Sara Ruch, Emergency Management
Polly Siemann
Joe Stellutte
Kevin Van Sloten
Selvin Walker
Ben Williams
Woody Woodcock

APPENDIX B: SUMMARY TABLE OF GOALS

Community Appearance, Pride, and Image	
Goal 1	Aesthetic improvement of all major corridors and gateways.
Goal 2	Optimize appearance, pride, and image in our water assets.
Goal 3	Maintain and enhance neighborhood quality, appearance, and pride.
Goal 4	Support and communicate Hampton's excellence.
Community Health/Healthy Families	
Goal 1	Hampton will create a coordinated system that provides information about health and access to health-related services.
Goal 2	Hampton will implement a regular community health planning and improvement process.
Goal 3	Hampton will create a culture of disease prevention and health promotion.
Goal 4	Hampton will maximize awareness of health education resources.
Goal 5	Hampton will create a community-wide understanding and acceptance of the concept that "community health" is the responsibility of all segments of the community – public and private, individuals and organizations.
Diverse Population, Youth, and Seniors	
Goal 1	All people are viewed as a rich resource to their community where their needs are accommodated and their contributions welcomed.
Goal 2	All citizens have easy accessibility to all resources and services.
Goal 3	City of Hampton policies and procedures and implementation of those policies and procedures are inclusive of the diversity in Hampton.
Goal 4	All people have an opportunity to experience world-class cultural and leisure activities in Hampton.
Economic Base, Regionalism, Transportation, and Infrastructure	
Goal 1	Hampton is aggressive in its efforts to enhance the region's worldwide economic competitiveness through a shared vision and collaborative actions among the region's communities.
Goal 2	Hampton strengthens its economic base through its workforce development efforts and by facilitating development of small businesses, enhancing relationships with major institutions and federal neighbors in the city, and capitalizing on its natural and physical assets.
Goal 3	Hampton maintains and enhances its existing infrastructure to ensure it exceeds the expected useful life and expands its infrastructure to meet future challenges and changes regarding advanced communication systems, building for sustainability, as well as the management of coastal and storm water flooding.

Economic Base, Regionalism, Transportation, and Infrastructure [continued]	
Goal 4	Hampton creates and enhances local and regional transportation options for residents and visitors by supporting urban development patterns and implementing master plans for strategic investment areas.
Environment & Quality of Life	
Goal 1	Hampton pro-actively practices environmental stewardship of its natural resources and assets.
Goal 2	Hampton provides multi-modal connectivity within and between strategic investment areas and surrounding neighborhoods.
Goal 3	Hampton has improved public access to coastal and other natural environments.
Goal 4	Hampton provides high quality environmental infrastructure.
Good Government	
Goal 1	Hampton provides more opportunities to engage, respond and inform citizens on issues pertinent to the community by the use of multiple means of communication.
Goal 2	City of Hampton will strive to educate citizens and provide for accessible, efficient, and fairly distributed services.
Goal 3	Hampton will identify, plan, and adopt innovative opportunities for citizen involvement, work, education and recreation
Goal 4	Hampton will be open and ethical by providing financial accountability, communication, and transparency.
Housing and Neighborhoods	
Goal 1	Hampton neighborhoods offer a mix of housing that is attractive, affordable, and accessible to accommodate all citizens.
Goal 2	Neighborhoods and schools have a strong partnership.
Goal 3	Hampton neighborhoods offer accessible pedestrian and bicycle friendly choices to promote mobility of citizens and to offer accessibility to neighborhood services and amenities.
Goal 4	Hampton reinvests in neighborhoods by enforcing state blight regulations, city property maintenance codes, and beautification and incentive programs.
Goal 5	Hampton preserves, maintains, and perpetuates the history, culture, and architecture of its neighborhoods.
Lifelong Learning & Education	
Goal 1	By 2030, every citizen in Hampton will be educated and trained to compete in the global workforce.
Goal 2	Ensure all students/citizens are aware of resources available throughout Hampton.

APPENDIX B: SUMMARY TABLE OF GOALS

Lifelong Learning & Education [continued]	
Goal 3	Ensure all children enter school ready to learn.
Goal 4	Attract, develop, and retain highly qualified teachers for children and adults.
Public Safety	
Goal 1	Hampton will enhance communication activities to improve perception so that the public has a greater awareness of public safety programs.
Goal 2	Hampton will work with community organizations and national and regional authorities to improve and widely communicate emergency preparedness plans for catastrophic events.
Goal 3	Hampton will improve its record of public safety success in providing services as reflected in appropriate public safety standards.
Goal 4	Hampton public safety personnel will receive ongoing comprehensive training in best practices
Goal 5	Hampton will provide strong codes enforcement, crime and fire prevention programs.
Hampton Comprehensive Waterway Management Plan Steering Committee (Note: The charge given to this Committee is somewhat more extensive than other focus groups. The work presented represents a snapshot of the "work in progress" and not a final recommendation of the Committee)	
Shoreline Protection Subcommittee	
Goal 1	Implement a comprehensive Shoreline Management Program for both the Bay fronting beaches and the tidal shorelines to prevent tidal flooding, storm impacts and to improve economic and recreational opportunities for citizens and visitors.
Goal 2	Obtain funding sources in addition to City generated funds, to support implementation of the Shoreline Maintenance and Protection Plan and Hampton Wetlands Plan.
Goal 3	Educate citizens on the value of shoreline protection and management.
Tidal Flooding Subcommittee	
Goal 1	Reduce the human and financial impacts associated with tidal flooding, sea level rise and storm events to homes, businesses and other community facilities on 2% of the flood prone structures per year over the next 50 years, in order of the highest benefit/cost ratios.
Goal 2	Expand outreach and education to Hampton residents and businesses in preparing for tidal flooding emergencies and for recovery after a tidal flooding event.

Stormwater Management Subcommittee	
Goal 1	By 2017, the stormwater program must meet the Chesapeake Bay Total Maximum Daily Load (Bay TMDL) goals for having 60% of the action and strategies in place to meet the ultimate goals by 2025 for reductions in discharged pounds of phosphorous, nitrogen and sediment contained in stormwater in compliance with the Bay TMDL.
Goal 2	Beginning in 2013, realize an average 10% annual reduction of citizen 311 drainage complaint calls by using scientific information, the latest "best practice" technology and citizen input to improve and enhance the capacity of stormwater runoff conveyance systems throughout the City, while balancing the need for increased stormwater quality treatment required by new state and federal stormwater regulations.
Goal 3	By July 2014, increase storm water program funding and revenue to meet new state and federal stormwater compliance requirements.
Goal 4	By 2014, increase public awareness and engagement in the prevention of storm water pollution, and protect and revitalize wetlands and natural habitats as identified in Strategy 1D.
Waterway Management and Maintenance Subcommittee	
Goal 1	Develop and implement a comprehensive waterway management and maintenance function that is planned, funded, staffed and has the responsibility to achieve specified goals and objectives that maintain waterways for their intended purpose.
Goal 2	Recognize and minimize the storm water system's contribution to waterway degradation and include a strategy for addressing this issue in the long term management and maintenance plan.
Goal 3	Take the necessary action to correct the historical degradation of Hampton's waterways to improve citizen and visitor enjoyment and encourage a viable marine business environment.
Goal 4	Make Hampton a preferred waterway destination for the Chesapeake Bay and Intra coastal waterways system and help make Hampton the most livable City in Virginia.

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STRATEGIC TOPIC AREA	No.	GOAL	GENERAL INFORMATION		SUGGESTED FINANCING SOURCES	
			Agency	Status	CIP or Operating Budget	Other Financing
Community Appearance, Pride, and Image (CAPI)						
	Goal #1	Aesthetic improvement of all major corridors and gateways.				
	Goal #2	Optimize appearance, pride, and image in our water assets.				
	Goal #3	Maintain and enhance neighborhood quality, appearance, and pride.				
	Goal #4	Support and communicate Hampton's excellence.				
Community Health/Healthy Families (CHHF)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Hampton will create a coordinated system that provides information about health and about access to health-related services.				
	Goal #2	Hampton will implement a regular community health planning and improvement process.				
	Goal #3	Hampton will create a culture of disease prevention and health promotion.				
	Goal #4	Hampton will maximize awareness of health education resources.				

	Goal #5	Hampton will create a community-wide understanding and acceptance of the concept that "community health" is the responsibility of all segments of the community- public and private, individuals and organizations.				
Diverse Population, Youth, and Seniors (DPYS)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	All people will be viewed as a rich resource to their community where their needs are accommodated and their contributions welcomed.				
	Goal #2	Easy accessibility of all resources and services for all citizens.				
	Goal #3	City of Hampton policies and procedures and implementation of those policies and procedures are inclusive of the diversity in Hampton.				
	Goal #4	All people will have an opportunity to experience world-class cultural and leisure activities in Hampton.				

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APPENDIX C: GOALS IMPLEMENTATION SUMMARY TABLE

Economic Base, Regionalism, Transportation, and Infrastructure (EBRTI)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Hampton will be aggressive in its efforts to enhance the region's worldwide economic competitiveness through a shared vision and collaborative actions among the region's communities.				
	Goal #2	Hampton will strengthen its economic base through its workforce development efforts and by facilitating development of small businesses, enhancing relationships with major institutions in the city, and capitalizing on its natural and physical assets.				
	Goal #3	Hampton will maintain and enhance its existing infrastructure to ensure it exceeds the expected useful life and will expand its infrastructures to meet future challenges and changes regarding advanced communication systems, building for sustainability, as well as the management of coastal and storm water flooding.				

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	Goal #4	Hampton will create and enhance local and regional transportation options for residents and visitors by supporting urban development patterns and implementing master plans for strategic investment areas.				
Environment & Quality of Life (EQL)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Hampton pro-actively practices environmental stewardship of its natural resources and assets.				
	Goal #2	Hampton provides multi-modal connectivity within and between strategic investment areas and surrounding neighborhoods.				
	Goal #3	Hampton has improved public access to coastal and other natural environments.				
	Goal #4	Hampton provides high quality environmental infrastructure.				
Good Government (GG)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Seek and provide more opportunities to engage and respond and inform citizens on issues pertinent to the community by the use of multiple means of communication.				

			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #2	A competent city workforce will educate citizens on and provide for accessible, efficient, and fairly distributed services.				
	Goal #3	Hampton will identify, plan, and adopt innovative opportunities for citizen involvement, work, education, and recreation.				
	Goal #4	Hampton will strive to be open and ethical by providing financial accountability, communication, and transparency.				
Housing and Neighborhoods (HN)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Hampton neighborhoods will offer a mix of housing that is attractive, affordable, and accessible to accommodate all citizens.				
	Goal #2	Neighborhoods and schools will have a strong partnership.				
	Goal #3	Hampton neighborhoods will offer accessible pedestrian and cycle friendly choices to promote mobility of citizens and to offer accessibility to neighborhood services and amenities.				

			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #4	Hampton will reinvest in neighborhoods by enforcing state blight regulations, city property maintenance codes, and beautification and incentive programs.				
	Goal #5	Hampton will preserve, maintain, and perpetuate the history, culture, and architecture of its neighborhoods.				
Lifelong Learning & Education (LLE)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	By 2030, every citizen in Hampton will be educated and trained to compete in the global workforce.				
	Goal #2	Develop multiple education paths that lead to working levels/ occupations.				
	Goal #3	Ensure all students/ citizens are aware of resources available throughout Hampton.				
	Goal #4	Market education and lifelong learning success stories/statistics.				
	Goal #5	Ensure all children enter school ready to learn.				
	Goal #6	Provide ongoing education resources that support citizens, post secondary.				
	Goal #7	Attract, develop, and retain highly qualified teachers for children and adults.				

Public Safety (PS)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal #1	Hampton will enhance communication activities to improve perception so that the public has a greater awareness of public safety programs.				
	Goal #2	Hampton will work with community organizations and national and regional authorities to improve and widely communicate emergency preparedness plans for catastrophic events.				
	Goal #3	Hampton will improve its record of public safety success in providing services as reflected in appropriate public safety standards.				
	Goal #4	Hampton public safety personnel will receive ongoing comprehensive training in best practices.				
	Goal #5	Hampton will provide strong codes enforcement and crime and fire prevention programs.				

Hampton Comprehensive Waterway Management Plan Steering Committee (WWM)			Agency	Status	CIP or Operating Budget	Other Financing
	Goal: WWM-TF #1	Reduce the human and financial impacts associated with tidal flooding, sea level rise and storm events to homes, businesses and the community by 80% or greater by ____.				
	Goal: WWM-TF #2	Reduce the community recovery time after a major flooding event.				
	Goal: WWM-TF #3	Community outreach.				
	Goal: WWM-SW #1	By 2017, the stormwater program must meet the Chesapeake Bay Total Maximum Daily Load (Bay TMDL) goals for having 60% of the action and strategies in place to meet the ultimate goals by 2025 for reductions in discharged pounds of phosphorus, nitrogen and sediment contained in stormwater in compliance with the Bay TMDL.				

APPENDIX C: GOALS IMPLEMENTATION SUMMARY TABLE

	Goal: WWM-SW #2	In accordance with the new State Stormwater regulations, by July 1, 2014, the City must have a new funding model incorporating a range of revenue sources to achieve compliance with new state and federal regulations.				
	Goal WWM-SW #3	……..				
	Goal WWM-SP #1	Develop, adopt and implement a comprehensive Shoreline Management Program for both the Bay Fronting Beaches and the Tidal Shoreline.				
	Goal WWM-SP#2	Obtain funding sources other than City generated funds, to support implementation of the Shoreline Maintenance and Protection Plan and the Hampton Wetlands Plan.				
	Goal WWM-SP#3	Educate citizens on the value of shoreline protection and management. Educate citizens about the importance of the beaches and tidal shorelines and how the entire public benefits in terms of storm protection, habitat restoration and recreation.				

	Goal WWM-WWMM #1	Develop and implement a comprehensive waterway management and maintenance function that is planned, funded, staffed and has the responsibility to achieve specified goals and objectives that maintain waterways for their intended purpose. (Completed within 1 year)				
	Goal WWM-WWMM #2	Recognize the storm water system's contribution to waterway degradation and include in the long term management and maintenance plan, a strategy for addressing this issue, to include: (Completed within 5 years)				
	Goal WWM-WWMM #3	Take the necessary action to correct the historical degradation of Hampton's waterways to improve citizens and visitor enjoyment and encourage a viable marine business environment. (Completed within 10 years)				
	Goal WWM-WWMM #4	Make Hampton a preferred waterway destination for the Chesapeake Bay and intracoastal waterways system and help make Hampton the most livable City in Virginia. (Completed Within 2 years but on-going in nature)				

APPENDIX C: GOALS IMPLEMENTATION SUMMARY TABLE